

# West Midlands Coaching and Mentoring Pool Conference

It's a whole new world – or is it?

Embracing the future with Coaching and Mentoring





*Disruption, mega trends, future of work: Do they matter  
for coaching, why and how?*



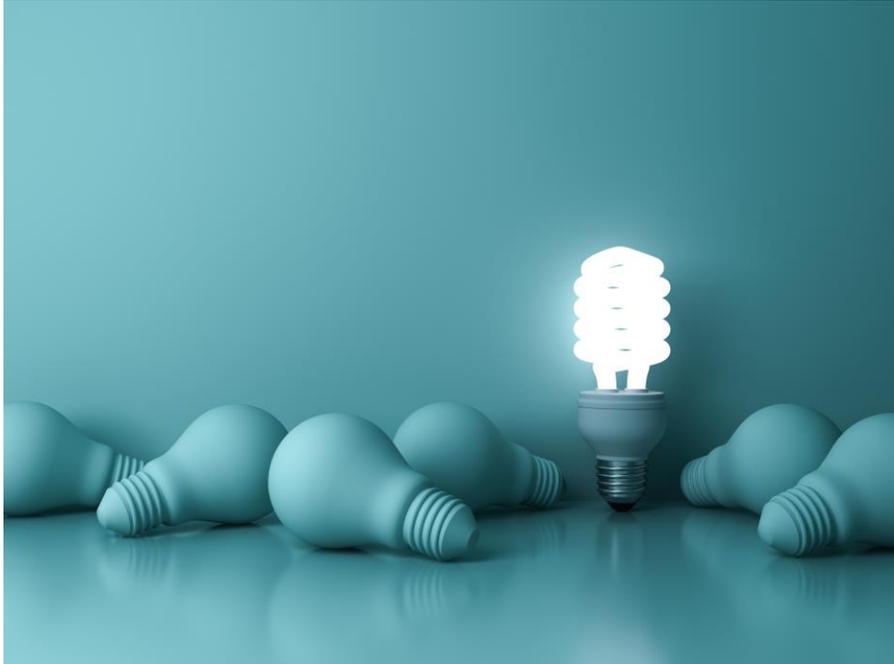
Organisation and executive development specialist and award-winning coach with almost 20 years experience working in a variety of business contexts and international cultures.

Specialising in the areas of executive coaching, leadership development and talent management, and strategy.

The Future of Coaching Collaboration (FCC) is a multi-stakeholder group including representatives from corporates and other organisations, leading professional bodies in the UK, academia, research institutes and Coaching at Work. Its' aim is to advance and professionalise coaching.



# The impact of disruption



An EY (2016) paper on megatrends notes...

*“Disruption has worked its way into every sphere of our lives”*

and highlights a ...

*“...growing awareness in the business community that disruption is ubiquitous and accelerating”*

*“Disturbance or problems which interrupt an event, activity, or process”*

*-Oxford English Dictionary definition*

# Mega trends...

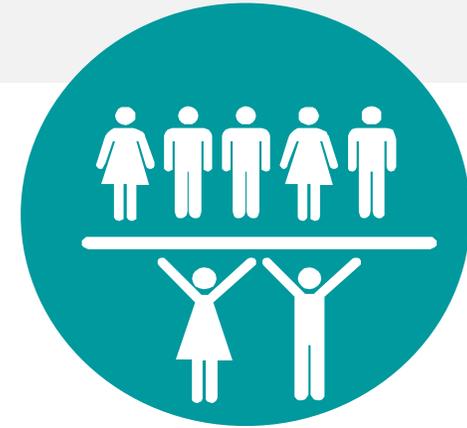
**Globalisation**



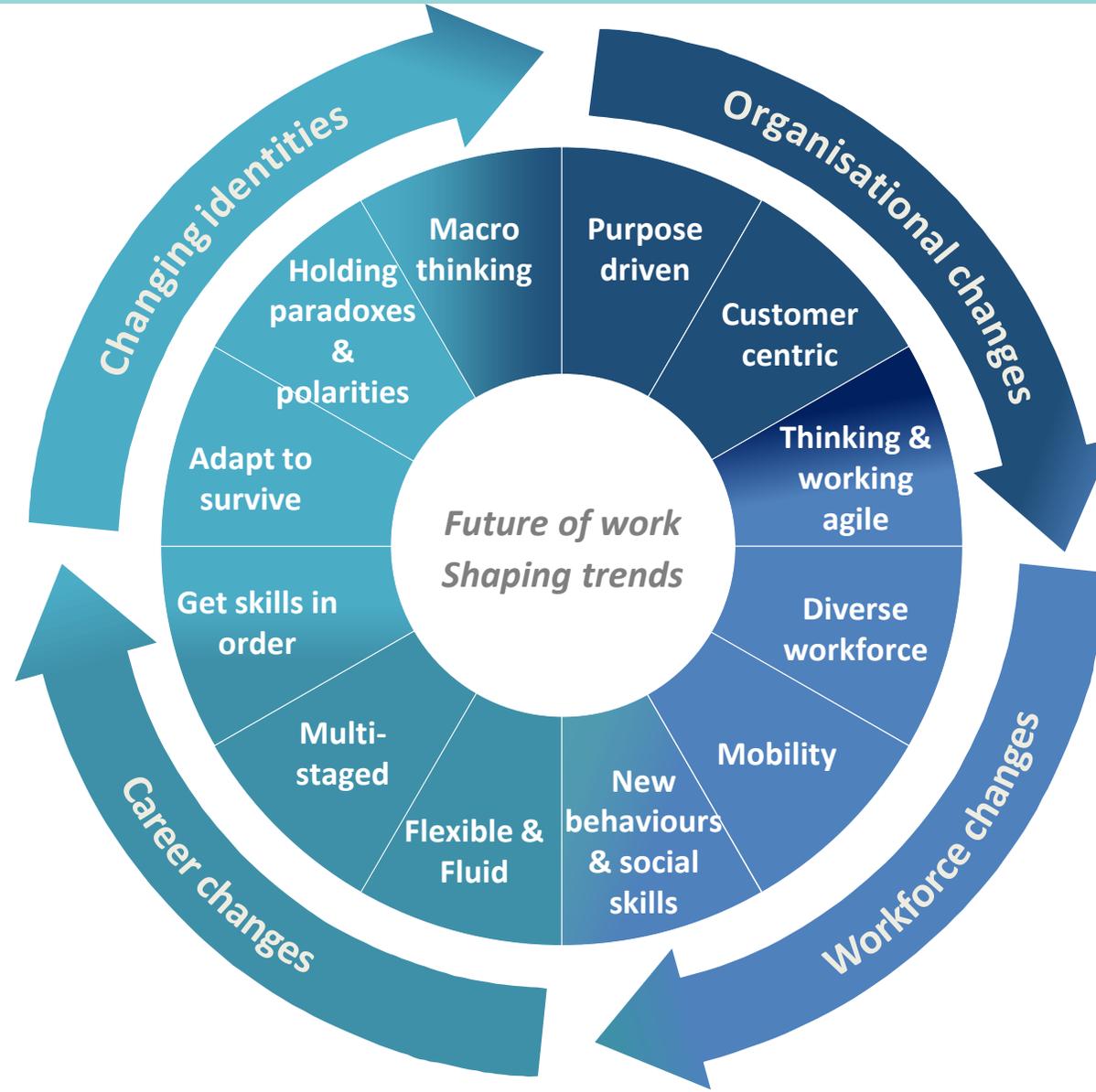
**Technology**



**Demographics**



# What is shaping the future of work?



# Questions:

How are you seeing the impact of disruption on your clients?

1

How does the coaching profession need to change to serve clients?

2

How do I need to change as a coach to provide value?

3

# Here are some examples....

Implication	Requires	
<b><i>The exponential pace of change</i></b>	<b><i>Agility / adaptability / flexibility</i></b>	
<b><i>Organisational responses</i></b>	<b><i>Individual / team client responses</i></b>	<b><i>Coaching Profession responses</i></b>
Quicker, more responsive risk assessment and decision making Data, Analytics and Insights available in-the-moment (e.g. dynamic reporting) Building adaptive systems	Take significant decisions in less time Use of judgement and system recommendations to derive actionable insights for decision making Develop strong sense of flexibility and adaptability to changing conditions	Learn to operate with multiple data points and analytics that might be relevant to the coaching process (e.g. INPUT: commercial / HR / employee engagement / 360s etc., or OUTPUT: ROI, tangible business outcomes, P&L) Monitor multiple data points during the coaching engagement (e.g. pulse surveys, health info, etc.)  Support coachee in building capability around using data and decision making with data

# Here are some examples....

Implication	Requires	
<i>Organisations come under pressure to measure results beyond financial success</i>	<i>Defining purpose, what the organisation stands for</i>	
<i>Organisational responses</i>	<i>Individual / team client responses</i>	<i>Coaching Profession responses</i>
Re-define as a Purpose driven organisation, update elements of Brand identity, EVP, Societal contribution	Purpose driven leadership, Generating value for all stakeholders	Able to facilitate the process of defining a valuable Purpose at organisational / personal level and create alignment between them

# Here are some examples....

Implication	Requires	
<b><i>Four generations in the workforce by 2020</i></b>	<b><i>Agile mindset and inclusion of diversity in all its guises</i></b>	
<b><i>Organisational responses</i></b>	<b><i>Individual / team client responses</i></b>	<b><i>Coaching Profession responses</i></b>
Employee journeys mapping, Increasing the degree of personalisation (e.g. base salary vs flexible benefits), Increasing the representation of diversity in various teams (especially in leadership teams), Bridging the different generations to connect more often in business relevant ways (e.g. reverse mentoring)	Spend more time understanding the true drivers, interests and motivators of the people in their teams. Flex the leadership style accordingly Encourage and enable the different generations to work together more often	Become familiar with the distinctions, interests, motivators of the different generations in the workplace Uphold the value of diversity in client decision making, team leadership etc.

# Here are some examples....

## Implication

***Poly-careerist - People are working for longer, possibly having multiple fluid careers in their professional lifetime***

## Requires

***Agility / adaptability / flexibility, tolerance of ambiguity***

## *Organisational responses*

Roles become more fluid and less fixed.  
Organisational Development functions play an important role in Workforce planning / Roles architecture / Transformation  
Organisations make sure they recruit and retain talent across all generations and ages  
Organisations experiment with new organising models (e.g. Squads, Tribes), allowing individuals to contribute to very diverse projects using their expertise

## *Individual / team client responses*

Leaders spend more time with direct reports, coaching them through their Development Plans, which include items on how to grow and develop in role and prepare for future roles  
Individual clients and teams will need sophisticated prioritisation skills, time management, especially when working across multiple Squads in various projects  
Career identities will be need to be evolving and flexible

## *Coaching Profession responses*

Support leaders in working with ambiguity as roles become less clear and as talent comes from non-traditional and diverse sources  
Support individuals as they transition through careers or even work in multiple industries at the same time  
Maintain a flexible, adaptable and non-judgemental stance in the face of practices that may seem 'alien'

# How does the coaching profession need to adapt?

1

**Partner with Technology - working with it and using it to enhance the profession**

2

**Make explicit connections with and adapt practices to, changes in world, environment, science, organisations and social interactions**

3

**Collaboration – to bring clarity to coaching market and cohesion to the future of the profession and industry**

4

**Voice – strengthening the professions' voice and presence in the world of work and radically increase the impact it can have**

5

**As practitioners—understand /use technology, embrace being a reflective/flexible learner, get even more comfortable with ambiguity**

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